

CONCORDIA UNIVERSITY  
COMMERCE AND ADMINISTRATION FACULTY COUNCIL  
MINUTES OF MEETING  
FRIDAY, NOVEMBER 28, 1986

In attendance: S. H. Appelbaum (Chairman)  
D. Acland (Acco.), M. Anvari (DS&MIS), K. Argheyd (Mana.),  
M. Armstrong (Econ.), V. V. Baba (Mana.), B. Barbieri (Assoc.  
Dean), L. Bessner (Acco.), M. Coulas (CASA), R. Curnew (Acco.),  
U. de Brentani (Mktg.), C. Delli Quadri (CASA), I. Devine  
(Assoc. Dean), D. Diniacopoulos (Comm.Studies), D. Doreen  
(DS&MIS), A. Farhoomand (DS&MIS), M. Feder (CASA), D. Gandhi  
(Fina.), J. Goodwin (Mana.), C. Hamam (CASA), A. Jalilvand  
(Fina.), J. Kelly (Mana.), M. Kusy (DS&MIS), P. Leventhal  
(Fina.), N. Mahlab (EMBA), A. Mate (Lib.), R. McTavish (Assoc.  
Dean), R. Oppenheimer (Mana.), C. Potter (Fina.), R. Rohrlick  
(Lib.), C. A. Ross (Assoc. Dean), J. Ryu (CGSA), D. Scott  
(DS&MIS), A. Tabah (Lib.), T. Tomberlin (DS&MIS), R. O. Wills  
(Assoc. Dean), F. Zottola (CASA)

*ADD: P. S. Olen (CASA), G. Smith (CASA), S. Wery (CGSA)*

Absent with  
apology:

S. Alvi (Econ.), D. MacDonald (Acco.), L. McGown (Mktg.)

I Call to Order

The meeting was called to order at 09.35.

II Closed Meeting

There were no items on the agenda for a closed meeting.

III Open Meeting

IV Approval of the Agenda (CAFC-86-09A)

J. Kelly requested that the EMBA Annual Report, item XI.3, be brought forward to item VII on the agenda. The Chairman responded that the Director of Libraries, A. Mate, was expected to arrive at 10:15 and due to his time constraints, he had arranged to deal with item X.1 after the Chairman's Remarks. He assured Professor Kelly that he would try to accommodate his request.

IT WAS MOVED BY A. JALILVAND AND SECONDED BY M. KUSY THAT FACULTY COUNCIL APPROVE THE AGENDA, CAFC-86-09A, AS PRESENTED.

THE MOTION WAS CARRIED.

-2-

V Approval of Minutes of Previous Meetings  
(CAFC-86-07M AND CAFC-86-08M)

CAFC 87-01M  
D&MUR

With reference to the minutes of the October 31st Council meeting, (CAFC-86-08M), J. Kelly asked that the following sentence be added to P. 3, paragraph 3: "The Chairman did not <sup>remur</sup>remark." C. A. Ross noted the following correction, P. 6, last paragraph, last sentence should read: "... can be translated and evaluated..."

IT WAS MOVED BY A. JALILVAND AND SECONDED BY I. DEVINE THAT THE MINUTES OF THE COUNCIL MEETING HELD OCTOBER 23, 1986, (CAFC-86-07M) BE APPROVED AS PRESENTED AND THE MINUTES OF THE COUNCIL MEETING HELD OCTOBER 31, 1986 (CAFC-86-08M) BE APPROVED AS AMENDED.

THE MOTION WAS CARRIED.

VI Chairman's Remarks and Question Period

The Chairman asked members of Council to stand for a moment of silence in memory of Professor J. D. Blazouske. He announced that a memorial service would be held on Wednesday, December 3rd, 1986 at 14:00 in the F. C. Smith Auditorium, Loyola Campus.

The Chairman reported that the November meeting of Senate had been cancelled and announced that the December meeting of Council would be cancelled if there were no objections from Council members. There were no objections. K. Argheyd pointed out that the January 23rd meeting of Faculty Council might be in conflict with the MBA Case Competition activities. The Chair replied that the rescheduling of the January meeting would be considered at the next meeting of the Faculty Council Steering Committee.

J. Kelly recommended that standards be set for the annual Programme/Centre financial reports whereby disclosure of last year's budget and the current year's budget would be provided to Council. The Chairman replied that it was not within the mandate of the Faculty Councils of the University to examine the financial operations of the respective Faculties. This responsibility, he added, was that of the administrators of the Faculties in consultation with the administrators of the University. He suggested that Professor Kelly meet with him to discuss any specific concerns.

J. Kelly asked if the Chairman had ruled his request for budget disclosure out of order. The Chairman stated that he would not make a ruling in that he felt the question had been answered.

VII Business Arising from Previous Meetings  
(CAFC-86-06M and CAFC-86-08M)

1. Part-time Faculty Representation

A discussion ensued concerning M. Kusy's proposed motion in support of part-time faculty representation at department, Faculty Council and Senate levels. G. Smith inquired as to how elections for part-timers would be conducted. The Chairman replied that the issue at this point was only that of support or non-support of part-time representation within the institution. C. Potter pointed out that based on a motion of support, Council would have to approve the amendment of the current composition of Faculty Council. A. Jalilvand recommended that the proposed motion incorporate Council's approval of amendment of the composition of Faculty Council.

THE FOLLOWING RESOLUTIONS WERE MOVED BY M. KUSY AND SECONDED BY R. MCTAVISH:

BE IT RESOLVED THAT FACULTY COUNCIL SUPPORTS AND RECOMMENDS TO SENATE THAT ONE PART-TIME FACULTY MEMBER FOR EACH DEPARTMENT, ELECTED AMONGST DEPARTMENTAL PART-TIME FACULTY OF THE FACULTY OF COMMERCE AND ADMINISTRATION, REPRESENT PART-TIME FACULTY AT THE RESPECTIVE DEPARTMENTS OF THE FACULTY OF COMMERCE AND ADMINISTRATION.

BE IT RESOLVED THAT FACULTY COUNCIL SUPPORTS AND RECOMMENDS TO SENATE THAT ONE PART-TIME FACULTY MEMBER, ELECTED FROM THE PART-TIME FACULTY OF THE FACULTY OF COMMERCE AND ADMINISTRATION, REPRESENT PART-TIME FACULTY AT THE COMMERCE AND ADMINISTRATION FACULTY COUNCIL. BE IT FURTHER RESOLVED THAT FACULTY COUNCIL APPROVE THE AMENDMENT OF THE CURRENT COMPOSITION OF THE COMMERCE AND ADMINISTRATION FACULTY COUNCIL TO INCLUDE ONE REPRESENTATIVE FROM PART-TIME FACULTY, ELECTED FROM AMONGST PART-TIME FACULTY OF THE FACULTY OF COMMERCE AND ADMINISTRATION.

BE IT RESOLVED THAT FACULTY COUNCIL SUPPORTS AND RECOMMENDS TO SENATE THAT ONE PART-TIME FACULTY MEMBER, ELECTED FROM AMONGST UNIVERSITY PART-TIME FACULTY, REPRESENT PART-TIME FACULTY AT SENATE.

THE MOTION WAS CARRIED.

VIII Reports from Standing Committees

1. Commerce Graduate Studies Committee

C. A. Ross reported that the Board of Graduate Studies Ad Hoc



Committee for the M.Sc. proposal had some concerns about the cost of the programme. Additionally, the committee had requested that the current faculty listing be replaced by the C.V.'s of all faculty. C. A. Ross proposed that a waiver form be sent to all faculty members which would give him permission to access the Dean's personnel files for the most recent C.V.'s. With regard to the external appraisal of the MBA program, C. A. Ross reported that the Graduate Studies Committee was working on methods of implementing within the year the appraisal committee's recommended modification whereby a distinct graduate faculty within the faculty be established for teaching in the program.

C. A. Ross noted that the Graduate Studies Committee had discussed the cross listing of advanced undergraduate courses with MBA level courses and the issue of formally approving the addition of the term "with distinction" to the transcripts of graduate students who had met the requirements of the Dean's Honors List. With regard to the latter, he advised that the procedure involved the approval of Council and the Board of Graduate Studies as well as a letter to the Registrar regarding implementation. It was noted that a motion on this issue had already been approved by Faculty Council at the September 26, 1986 meeting.

IT WAS MOVED BY C. A. ROSS AND SECONDED BY S. WERT THAT FACULTY COUNCIL APPROVE AND RECOMMEND TO THE BOARD OF GRADUATE STUDIES THAT THE TRANSCRIPTS OF GRADUATE STUDENTS IN THE FACULTY OF COMMERCE AND ADMINISTRATION WHO HAVE ACHIEVED THE REQUIREMENTS FOR THE DEAN'S HONOR LIST SPECIFY THE DEGREE AWARDED AND THE NOTATION "WITH DISTINCTION".

A brief discussion followed. C. A. Ross confirmed that the criteria for the Dean's Honor List was a 3.7 GPA.

THE MOTION WAS CARRIED (1 OPPOSED, 3 ABSTENTIONS)

In response to U. de Brentani's request for clarification of the "financial spin-off" to faculty from the CTMC's recent grant, C. A. Ross explained that the \$134,000 had been granted by a private company for contract research by the CTMC. He pointed out that contract research was administered by Treasury; normally the University take 15% for overhead but in this case 7 1/2% will be held by Treasury and 7 1/2% will provide seed grant funds for faculty.

## 2. Commerce Undergraduate Curriculum Committee

R. O. Wills reported that the committee had held a special meeting regarding the proposed implementation of the Business

Communications course and noted that a complete report on this matter would be made at the January meeting of Faculty Council. He further reported that the committee had evaluated the exemption policy for Quan. 222 and had decided to maintain the current policy and that all curriculum changes for September '87 implementation would be prepared for the January Council meeting.

IX Reports from Faculty Representatives on University Committees

1. University Senate - There was no report.
2. Arts and Science Faculty Council - There was no report.
3. Academic Planning and Priorities Committee -  
There was no report.
4. Academic Programmes Committee  
R. O. Wills reported that a Task Force would be struck to examine procedures for centralizing the processing of Scholarships. With regard to the UWT, R. O. Wills advised that the committee was considering assigning an appropriate course requirement to students who fail. In conclusion, he advised that in response to student requests, the Registrar would look into the inclusion of the cumulative GPA on transcripts and that options for the Faculties of Fine Arts and Arts and Science for the summer '87 timetable had been discussed.
5. Academic Services Committee - There was no report.
6. University Library Committee - There was no report.
7. Fellowships, Scholarships and Awards Committee  
A. Jalilvand reported that the Government of Quebec will allow universities to grant fee remissions on the basis of academic excellence to a maximum of 10% of the institution's international students enrolled full-time in graduate programs. Winners of these remissions would be charged the same rate of tuition as Canadian students. He noted that applicants must be ranked by their program directors prior to the application deadline of December 18th and advised that application and ranking forms were available from the Graduate Studies Office and the Department Chairs.

With regard to the recent undergraduate scholarship selections, A. Jalilvand advised that 5% of the scholarships had been awarded to the Faculty of Commerce and Administration: Accountancy students - 2, Finance students - 3, Marketing

students - 1. He pointed out that the largest number of awards (per Faculty and by department) went to the Arts and Science Faculty and expressed his concern as to why Commerce students were not achieving higher GPA's. It was suggested that the committee allocate the number of scholarships per Faculty based on enrolment so that each Faculty could award the top students. R. O. Wills reiterated that the scholarship procedures were to be reviewed.

9. Computer Science Sub-Committee

Proposal re Computer Policy Committee (CAFC-86-09A-02)

D. Scott explained that with the proliferation of diversified computer equipment throughout the University, the proposed committee would provide long term and short term technological direction with regard to acquisition.

IT WAS MOVED BY M. KUSY AND SECONDED BY A. FARHOOMAND THAT FACULTY COUNCIL SUPPORT THE PROPOSED COMPUTER POLICY COMMITTEE AS ARTICULATED IN THE REPORT FROM THE COMPUTER SCIENCE SUB-COMMITTEE REGARDING THE RE-STRUCTURING OF SENATE COMMITTEES, P. 2 & 3, CAFC-86-09A-02.

After further discussion it was agreed that the report be tabled until the January meeting of Council to allow time for further study at the department level.

The mover and the seconder agreed to withdraw the motion.

10. Senate Computer Resources Committee - There was no report.

11. C.A.S.A. - There was no report.

12. Visiting Lecturers Committee - There was no report.

13. Board of Governors

The Chairman granted speaking privileges to C. Draimin to report to Council on the Board of Governors.

C. Draimin reported that Dr. Maurice Cohen had been appointed Vice-Rector, Institutional Relations and Finance. He also advised that next year's budget had been tabled at the last meeting and that future use of closed meetings would be restricted to personnel matters.

14. Board of Graduate Studies - There was no report.



X

New Business1. A. Mate, Director of Libraries

A. Mate outlined the proposed amendments to the Copyright Act (1924) which were expected to become law by Fall 1987. In terms of the reactions of other universities, he reported a broad spectrum, from complete indifference to the development of massive briefs and policies. In the case of Concordia University, he advised that the Library's Task Force on Copyright, chaired by A. Tabah, will recommend to the University that a Rector's Advisory Committee be struck. A. Mate introduced A. Tabah who explained that the new bill favored the creators, disallowing copying in all forms - paper, audio visual and software and further disallowing the current exemption for educational institutions, study and research which he noted had been maintained in the U.S. Copyright Act. He further explained that the new law would be enforced by provincial collectives whose function would be to monitor the nature and amount of copying and based on a sampling establish licensing fees for users. He remarked that the anticipated annual revenue was estimated at \$80M.

C. Potter explained his dilemma as a faculty user of U.S. copyright materials whereby he has been asked by the Bookstore to assume personal liability for copyright infringement. He questioned why the University had not obtained legal advice on U.S. copyright and why the University had not assumed liability for faculty who require the materials to carry out their duties. A. Mate replied that the composition of the proposed Rector's Advisory Committee would include legal expertise and representation from faculty and the Bookstore and recommended that C. Potter's problem be brought to the attention of the Rector's Advisory Committee.

A. Tabah confirmed to A. Jalilvand that U.S. and Canadian Copyright laws were reciprocal.

R. McTavish stated that the process appeared to be a gigantic, costly, bureaucratic exercise and questioned how photocopies could be effectively policed.

J. Ryu asked why, under the current law, Copieville would refuse to copy sections of a text book for study. A. Tabah replied that at the moment one chapter or 20% of a book would be allowable. B. Barbieri suggested that Copieville would risk infringement of the law because it operates on a profit basis.

In response to V. V. Baba's question on the terms of "fair use", A. Mate stated that no definition of "fair use" existed.

U. de Brentani asked if copies could be made for research purposes. A. Tabah replied that any copying under the new law would be conditional on the University's buying the license.

K. Argheyd asked if copying of books that were out of print would be permissible. A. Tabah responded that permission from the publisher would be necessary.

IT WAS MOVED BY C. POTTER AND SECONDED BY M. ANVARI THAT THE FOLLOWING RESOLUTION BE RECOMMENDED TO SENATE:

BE IT RESOLVED THAT THIS FACULTY COUNCIL, HAVING HEARD THE DIRECTOR OF LIBRARIES ON THE ISSUE OF COPYRIGHT AND FORTHCOMING FEDERAL LEGISLATION, BESEECHES THE SENATE TO MAKE IMMEDIATE REPRESENTATION TO PARLIAMENT (1) IN SUPPORT OF UNHINDERED DISSEMINATION OF KNOWLEDGE IN NON-PROFIT USE AND (2) TO ARTICULATE THE IMPLICATIONS OF THE PROSPECTIVE POLICY FOR CANADIAN SCHOLARSHIP.

THE MOTION WAS CARRIED UNANIMOUSLY.

The Chairman thanked A. Mate and A. Tabah for clarifying a confusing issue.

## XI Other Business

1. J. Sen - Report on the developments of the Committee on the Status of Women

The report was postponed. Copies of the SSHRC publication entitled "On the Treatment of the Sexes in Research" were distributed.

The Chairman welcomed J. Goodwin back to Faculty Council and announced that Professor L. Bessner would retire effective January 31, 1987. The Council members moved a vote of thanks to Professor Bessner for his many years of outstanding service.

2. P. Leventhal - Progress Report on the 1987 M.B.A. Case Competition

P. Leventhal reported that the organizing team was making excellent progress in general and most noteworthy success in this year's fund raising efforts having now collected \$2,000 more than was raised in total last year. He advised that the event would cause a minimum of disruption to regular faculty operations this year with a maximum of eight classes being rescheduled, a marked improvement from last year. In



conclusion, he advised that the team of judges had been organized and noted that the organizers were open to suggestions from the faculty.

The Council members applauded the efforts of the team's fund raisers. S. Wert announced that MBA Case Competition T-shirts were available for \$10.00 each.

3. N. Mahlab and D. Doreen - EMBA Annual Report (CAFC-86-09A-01)

In addition to the written Report, N. Mahlab presented the EMBA video which was highly commended by Council members.

J. Kelly stated that in keeping with the principle of collegiality, additional financial information should be provided. He noted that it was his understanding that the EMBA was intended to be a break-even program and, as such, clarification of the disbursement of the 1985-86 revenue amounting to \$250,000 and this year's revenue, \$500,000, would be appropriate. D. Doreen replied that the revenue was applied to program expenses, surplus monies were maintained within the Faculty and administered by the Dean.

J. Kelly asked how much was being spent on Faculty stipends. D. Doreen responded that stipends differentiated, however, it was not his understanding that it was the role of Faculty Council to examine salaries and/or administrative stipends of faculty members. C. Potter confirmed that Council had not dealt with financial matters in the past.

J. Kelly asked how stipends could be reconciled in that teaching and course assignments were considered as normal faculty duties as set forth in the collective agreement. In response, D. Doreen enumerated the many administrative responsibilities of the faculty involved in the program which were above and beyond normal teaching and preparation. With regard to teaching, he pointed out that faculty were required to devote alternate weekends, in some cases every weekend, to teaching in the program which in itself was far more restrictive than the normal teaching schedule. He noted that the issue of providing appropriate compensation to attract and maintain the commitment of qualified faculty necessary for a program of this calibre had been discussed during the planning stages of the program and the stipend arrangement had subsequently been approved by the Vice-Rector, Academic, in consultation with the Rector.

C. Potter stated that he felt J. Kelly's concern involved the implications of differentiation within the faculty which could

result in an organization with the characteristics of a producer co-op rather than those of a collegial organization. With regard to the \$9,000 EMBA tuition fee, he noted that the Provincial funding formula norm was \$5,000 per student and asked what would happen to the surplus. The Chairman responded that the cost of food, elaborate course materials and all books had to be considered. He reiterated that stipends were not paid for teaching but for all the other responsibilities involved including the many contact hours tailored to meet the needs of an executive clientele. He pointed out that the rationale for the Vice-Rector, Academic's approval of stipends was to allow the program the flexibility to reward in terms of resourcing and proceed with the day-to-day operations of a growing program without having to consult on each issue. He further noted that the faculty involved in the EMBA were not members of a "Cousins Club" but, in adherence to the selection criteria established, were strong academics with "real world" experience who received administrative stipends based on their contribution to the Faculty.

J. Kelly thanked D. Doreen for his response and stated that he did not object to the stipends per se, rather, his concern focused on the consultation process and faculty inequities in relationship to the CUFA agreement. Of particular concern, he added, was the growth of a new administrative structure composed of those faculty receiving administrative stipends and asked for clarification of their status in terms of participation in other Faculty committees, for example the Dean's Personnel Advisory Committee. The Chairman replied that participation in the EMBA program did not affect the position of a faculty member on various committees and pointed out that a number of the faculty in the EMBA program were, in fact, Associate Deans, Program Directors and Chairmen. He added that the legitimacy of the procedure could be verified with the Vice-Rector, Academic.

M. Anvari stated that the discussion had disclosed another problem that needed to be addressed, specifically, does the Faculty support the creation of innovative programs and risk exploring uncharted waters with the goal of achieving collective benefits or should the notion of innovation be suppressed by the notion of equity and collegiality?

B. Barbieri noted a drop in the average GMAT scores of and an increase in the number of student with incomplete studies in the new EMBA class. D. Doreen replied that all EMBA programs admit students with incomplete studies and experience has proven that they often excel those with formal academic qualifications.

With regard to physical facilities, P. 5 of the report, B. Barbieri asked if it was planned to accommodate 40-50 students

per class. D. Doreen replied that this number was not recommended for the immediate future but it was certainly a feasible projection for later.

G. Smith asked how large the program was expected to grow. D. Doreen replied that there was a great potential for growth and some of the avenue which would be explored after ensuring a top notch package were (1) increasing the numbers of faculty and classes (2) long distance marketing and recruiting (3) expansion to other schools (4) joint ventures with other universities, i.e. the University of Vermont, the University of Hong Kong.

D. Doreen invited faculty members to take a look at the materials provided to EMBA students as an example of the efforts and the quality of teaching which he noted spilled over into other programs in the Faculty. He added that an additional spillover was the software available to other students and the new Apple laser printer which was on loan to the MBA program.

J. Goodwin expressed his concern about resource implications and stated that the stipends for faculty in the EMBA were excessive and greater than those of the Deans and Chairmen. He pointed out that although research was a priority in the Faculty mission statement, departmental travel budget had been reduced. He questioned how this procedure could be justified under the circumstances and stated that it suggested a misuse of funds and resources. After further discussion Dr. Goodwin stated the term misapplication of funds would better explain his concern.

The Chairman replied that travel and development was covered by the budget for academic programming and although reduced this year, faculty who have accepted referred papers to present would still be provided for. He emphasized that the EMBA program was an self-financed program and all costs had to be considered in relationship to the opportunities offered. He noted that the Faculty could not move forward without risk taking and he could see no conflict with the situation in a progressive faculty.

T. J. Tomberlin stated that there was no financial competition with the MBA program. In terms of spin-offs, he pointed out that the Faculty benefits from improved personnel resources, facilities and equipment.

R. McTavish noted that excellence in graduate teaching was also in keeping the mission of the Faculty.

J. Kelly stated that from a pedagogical point of view, the



collective agreement was a major issue.

The Chairman stated that there were no conflicts with the CUFA agreement within the design which had been discussed, researched and approved by the administration of the University.

J. Kelly replied that the problem of equity in terms of interfacing with other programs remained a concern.

D. Gandhi recommended giving sufficient time for the program to flourish before considering possible inequities. A. Jalilvand agreed that a flexible approach for the first two to three years would be beneficial to the Faculty.

C. Potter stated that the financial concerns had set an unfortunate precedent at Council having changed a simple annual report into a performance review. The Chairman agreed that it was most unfortunate.

A. Jalilvand asked if faculty input to the EMBA program would be welcomed. D. Doreen responded that the EMBA would be receptive to recommendations based on a well researched theoretical basis.

S. Wert stated that the EMBA had enhanced the reputation of Concordia University which benefits all students in the Faculty. With regard to EMBA guest lecturers, she asked if it were possible for MBA students to attend these special classes.

D. Doreen replied that space limitations would not allow for additional students but he would be pleased to work with T. J. Tomberlin to arrange either for the speakers to address the MBA students separately or to video tape the speakers for playback to the MBA students.

R. O. Wills extended the compliments of the Faculty to D. Doreen and N. Mahlab for their efforts on behalf of the EMBA program and the Faculty.

The Chairman extended his best wishes for the Holiday Season to the Council members.

IT WAS MOVED BY I. DEVINE AND SECONDED BY R. O. WILLS THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED.

The meeting was adjourned at 12:30.

The date of the next regular meeting of Faculty Council will be confirmed early in the New Year.